



SKILLED HUMAN CAPITAL DEVELOPMENT CONFERENCE 2017

THE WAY FORWARD FOR
SARAWAK SKILLED HUMAN RESOURCES

DeTAR PUTRA,
UNIVERSITI MALAYSIA
SARAWAK

21 - 23
AUGUST
2017



Messages

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Message by YAB Chief Minister of Sarawak

On behalf of the State Government, I would like to extend my warm welcome to all of you to the Skilled Human Capital Development Conference 2017 (SHCDC 2017) and to our beautiful city of Kuching. Thank you and congratulations to the organising committee and the generous sponsors for having the foresight to enable Kuching to host this important event in our continuous search for strategies to improve and enhance the quality of our workforce as we progress.

The State Government very much appreciates reciprocal role by institutions and agencies to complement its development programmes particularly in the effort to mobilise 100 percent skilled human capital in Sarawak. This is the way forward. We need our people to constantly reskill and upskill themselves with knowledge, competencies and experiences that are critical for the development of the country, Sarawak in particular.

In today's competitive world, it is no longer relevant to be skilled in only one singular area. According to Forbes, one of top 10 workplace trends includes the rise of the blended workforce. A new kind of diversity, where full time permanent employees work side-by-side with freelancers, is emerging in many workplaces the world over. In order to continue to be relevant in such settings, skilling, reskilling and upskilling will be necessary for everyone to benefit from such flexible workforce market.

I hope SHCDC 2017 will be able to provide you with the most favourable environment to exchange views, research findings and experiences, to continue enriching and extending our knowledge about human resource development. Together we are able to step forward to strategize and move the wonderful state of Sarawak, and our progressive country Malaysia, to align with the changing demands for skilled human resource at the global stage.

Thank you.

YAB Datuk Amar Abang Haji Abdul Rahman Zohari bin Tun Datuk Abang Haji Openg



Message by YB Minister of Human Resources

I am honoured to be part of the Skilled Human Capital Development Conference 2017 (SHCDC 2017). The Ministry of Human Resources has given the mandate to Universiti Malaysia Sarawak to hold this conference, which is specifically for the State of Sarawak. This event comprises one of the many initiatives from the Federal Ministry in support of the strategic development of Sarawak via a well-planned development of its human resources.

This conference brings together people from the industries, the educational and vocational institutions, both state and federal ministries, government linked corporations (GLCs), local communities and also the non-government organization throughout Malaysia with the purpose of sharing knowledge, skills, abilities, experiences and other competencies on human resource development.

Sarawak, being the biggest state in Malaysia, is undergoing the pace of development, which requires knowledgeable, skilled, and competent human resource. Many economic activities in Sarawak need a large number of skilled human capital to drive the development and growth of its industries. Just to name a few industries that need skilled human capital: oil and gas related industries, energy-based, manufacturing, plantations, forestry, mining and quarrying, and construction. In addition, the implementation of the Sarawak Corridor of Renewable Energy (SCORE) since 2008 has made a credible demand for the supply of skilled human resource. To realize and materialize these needs, concerted effort has to be undertaken to ensure that the human capital within Sarawak are developed well. The Ministry of Human Resources has a role to be play in ensuring that this objective is met.

I hope you will enjoy UNIMAS's hospitality and its pleasant environment. I wish you good deliberations and all the best to everyone involved in SHCDC 2017.

Thank you.

YB Dato' Sri (Dr) Richard Riot Anak Jaem



Message by YBhg Vice Chancellor of UNIMAS

Universiti Malaysia Sarawak is honoured to host the Skilled Human Capital Development Conference 2017 (SHCDC 2017). This year's SHCDC is a collaborative effort of many parties. UNIMAS has teamed up with the Ministry of Human Resources, with strong support from the Sarawak State Government. We have also received generous sponsorships from the Human Resource Development Fund (HRDF), Perbadanan Tabung Pembangunan Kemahiran (PTPK), and Yayasan Serian to ensure the success of this conference.

The uniqueness of SHCDC 2017 lies in the diverse background of the participants. True to the Borneoan spirit, this year's conference not only serves as a meeting point for participants from various industries, educational and vocational institutions, it also enables us to meet representatives from the state and federal ministries. Apart from that, we are able to see local communities and non-governmental agencies congregate here, bringing perspectives from various parts of Borneo. The conference encourages interactions among participants as well as enhancing learning, professional skills, competencies, and networking pertaining to human resource development.

The field of human resource development studies is at an exciting phase. Never before have we seen such dynamic changes in workforce learning as we do today. There is a deluge of experienced and qualified people in the market, and they are not confined to only one type of competency or field of knowledge, as once conventionally practised. In the conference, you will see how these interactions occur, and how perspectives about the working world and human management have evolved in an era where technology has become ubiquitous. The SHCDC 2017 is a great platform to explore the realities, diversities, and challenges in managing organisation in the 21st century. In addition, the SHCDC 2017 is also an opportunity to shape Sarawak's skilled human capital plan to meet the needs of its digital economy as well as the Fourth Industrial Revolution.

I commend the Faculty of Cognitive Sciences and Human Development and the Faculty of Engineering UNIMAS on their effort for hosting this year's conference. Thank you to all conference partners and sponsors for their valuable support and hard work in making this conference a reality. To all participants, I wish you good deliberations, and I trust that you will take the opportunity to share innovative and tested ideas, and your best practices in the development of skilled human resources.

Professor Dato' Dr Mohamad Kadim bin Suaidi

Message by the Conference Chairs



Welcome to the Skilled Human Capital Development Conference 2017 (SHCDC 2017) at Universiti Malaysia Sarawak, Kota Samarahan, Sarawak, Malaysia. The conference brings together academicians, human resource practitioners, consultants, training providers, industry players, government officers, and all parties interested in the development of skilled human capital.

The theme of the conference is "The Way Forward for Sarawak Skilled Human Resources." Four conference tracks have been identified - talent management, organizational change, human resource practices and technical and vocational education. We hope the conference, including the lab, keynote presentations, parallel sessions, workshops and exhibition, will meet the needs of your professional growth.

We would also like to extend a special thanks to all the collaborators, the industry sponsors, Universiti Malaysia Sarawak and the members of the organizing committee who have taken the time out of their busy schedules to help organize this conference. Thank you for supporting the SHCDC 2017.

Professor Dr Rusli Bin Ahmad
Conference Chair SHCDC 2017
Universiti Malaysia Sarawak

Dr Philip Nuli Anding
Conference Chair SHCDC 2017
Universiti Malaysia Sarawak

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Dr Ng Giap Weng

Note: * = leader

DAY 1

21 August 2017 | Monday
Banquet Room, DETAR

0800-0900	Registration
0900-1200	Lab Session
1200-1230	Soft Launching by YBhg Professor Dr Kopli Bujang Deputy Vice Chancellor (Research and Innovation), Universiti Malaysia Sarawak
1230-1400	Lunch Break
1400-1530	Lab Session (Presentation)
1530-1600	Tea Break
1600-1730	Lab Session (You're Awesome)

DAY 2

22 August 2017 | Tuesday
Arena Gemilang, DETAR

0800-0900	Registration
0900-1000	KEYNOTE 1 : YB Tan Sri Datuk Amar Haji Mohamad Morshidi Abdul Ghani Sarawak State Secretary
1000-1030	Tea Break
1030-1230	Opening Ceremony by YB Datuk Amar Douglas Uggah Embas Deputy Chief Minister of Sarawak
1230-1400	Lunch Break
1400-1445	KEYNOTE 2 : YBhg Dato' Sri Adenan Ab. Rahman Secretary General of the Ministry of Human Resources
1445-1530	KEYNOTE 3 : YBhg Datuk Badlisham Ghazali CEO Malaysia Airports Holdings Berhad
1530-1600	Tea Break
1600-1645	KEYNOTE 4 : The Honourable Jocelyn Bourgon President of the Canadian Centre for Management Development
1930-2230	Dinner Hosted by Sarawak State Government

DAY 3

23 August 2017 | Wednesday
Arena Gemilang, DETAR

0800-0900	Registration
0900-0945	Keynote 5 : Professor Dr AAhad M. Osman-Gani Dean, IIUM-Business School and IIUM-CRESCENT
0945-1000	Tea Break
1000-1200	Parallel Session 1 - 4 (CTF 1)
1215-1400	Lunch Break
1400-1500	KEYNOTE 6 : Prof Dato' Dr Mohamad Kadim Suaidi Vice Chancellor, Universiti Malaysia Sarawak
1500-1630	Closing Ceremony by YBhg Dato' Sri Adenan Ab. Rahman Secretary General of the Ministry of Human Resources
1630-1700	Tea Break

DAY 3

23 August 2017 | Wednesday

Seminar Room-1, CTF 1

Session Chair: Professor Dr Hj Mohamed Sharif Hj Mustaffa

- 1000-1030** Mr. Leslie Hayward
Vice President, HR Singapore and Oceania, Shell Singapore
Title: Leadership Development in Organisations: How to Develop Great Leaders?
- 1030-1100** Dr Jafar Sembiring
Dean, Faculty of Communication and Business, Telkom University, Indonesia
Title: Managing Talent in Disruptive Innovation Era
- 1100-1130** Mr. Ariff Mansor
Group Human Resource, AmBank Group, Malaysia
Title: Managing Talent: Perspective and Case Study
- 1130-1200** Mr. Sailanathan A/L Podian
President, Federation of JPK Accredited Centers Malaysia
Title: Employment Opportunities in Skills Training (TVET)

Seminar Room-2, CTF 1

Session Chair: Associate Professor Abg Ekhsan Abg Othman

- 1030-1100** Mr. Lim Ah Juan,
Director, Kolej Vokasional Belong
Title: Why the Need for Transformation of Technical and Vocational Education?
- 1100-1130** Mr Ellen @ Manium Anak Engang
Deputy Director, Education Assistance Services, Yayasan Sarawak
Title: Yayasan Sarawak Educational Assistance
- 1130-1200** Professor Dr Khulida Kirana Yahya
College of Business, Universiti Utara Malaysia (UUM)
Title: Training Effectiveness Connection to Self-Efficacy and Training Facilities: Studies at Three Malaysian TVET Training Institutions

Seminar Room-3, CTF 1**Session Chair: Associate Professor Dr Abdul Halim Busari**

- 1000-1030** Mr. Haji Syeed Mohd Hussien Wan Abdul Rahman
Chief Executive Officer, Centre of Technical Excellence Sarawak (CENTEXS)
Title: The Way Forward for Sarawak Skilled Human Resources
- 1030-1100** Mr. Muhamed Ali Hajah Mydin
Chief Executive Officer, Persekutuan Pusat Pembangunan Kemahiran Malaysia (PSDC)
Title: The Transformation and Challenges in Skills Training Towards Industry 4.0
- 1100-1130** Associate Professor Dr Johari Abdullah
Dean, Faculty of Computer Science and Information Technology, Universiti Malaysia Sarawak (UNIMAS)
Title: Will Robots Replace Humans? Adapting Skill Workforce to the 4th Industrial Revolution
- 1130-1200** Associate Professor Dr Zaiton Hassan
Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak (UNIMAS)
Title: Role of Flow within the Job Demand-Resources Model (JD-R) among the Hotel Employees

Seminar Room-4, CTF 1**Session Chair: Dr Philip Nuli Anding**

- 1000-1030** Professor Dr Azzat Hj Mohd Nasurdin
Organizational Behaviour Section, School of Management, Universiti Sains Malaysia (USM)
Title: The Role of Psychological Capital on Nursing Performance in the Context of Medical Tourism in Malaysia
- 1030-1100** Associate Professor Dr Siti Aisyah Panatik
Deputy Dean (Academic & Student Development), Department of Human Resource Development, Universiti Teknologi Malaysia (UTM)
Title: Job Characteristics and Work-life Balance: Experiences of Academic Staff in Malaysian Research Universities
- 1100-1130** Professor Dr Rusli Ahmad
Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak (UNIMAS)
Title: The Impact of Workload on Job Performance among Doctors in the Public Sector
- 1130-1200** Dr Amalia Madihie
Deputy Dean (Industry and Community Engagement and Commercialisation), Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak (UNIMAS)
Title: Job Stress, Anxiety and Resilience of the Employees that Influenced by the Adaptive Performance in the Transformation Process

Seminar Room-5, CTF 1**Session Chair: Dr Mohammad Nur Azhar Mazlan**

- 1000-1030** Professor Dr Maimunah Ismail
Department of Professional Development and Continuing Education, Faculty of Educational Studies, Universiti Putra Malaysia (UPM)
Title: The Power of Shared Vision: Bi-directional Knowledge Transfer between Expatriates and Host Country Nationals
- 1030-1100** Associate Professor Dr Sopian Bujang
Director, Students Affairs & Development Division, Ministry of Higher Education, Malaysia
Title: Embracing the Fourth Industrial Revolution: Challenges and Readiness among Graduates
- 1100-1130** Dr Nur Fatimah Abdullah Bandar
Senior Lecturer, Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak (UNIMAS)
Title: Generation Y Employee and Their Perception of Work-Life Balance Practices
- 1130-1200** Professor Dr Rusli Ahmad
Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak (UNIMAS)
Title: Transformational Leadership Style, Decision Making Participation and Cognitive Styles: A Dyadic Connection

Seminar Room-6, CTF 1**Session Chair: Associate Professor Dr Hasbee Usop**

- 1000-1030** Dr Anthony Valentine Laiseh
Director, State Service Modernisation Unit, Chief Minister's Department
Title: SCS 10-20 Action Plan
- 1030-1100** Hjh Khaninah Hj Ariff
Principal Assistant Secretary
Workforce Development Department
Ministry of Education, Science and Technological Research Sarawak
Topic: Talent Management Strategy for the Digital Economy
- 1100-1200** YBhg Datu Abdul Ghafur Shaari
Chairman
Public Service Commission Sarawak
Title: The Journey of Talent

**KEYNOTE 1****Title : Talent Management and Sarawak State Civil Service Experience****YB TAN SRI DATUK AMAR HAJI MOHAMAD MORSHIDI
ABDUL GHANI**
Sarawak State Secretary

Tan Sri Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani holds a Bachelor of Economics (majoring in Statistics) from Universiti Kebangsaan Malaysia (UKM), Bangi and a Master of Human Resources Management from the University of Scranton, Pennsylvania, USA. He has also attended a Senior Executive Fellowship program at Harvard University, USA. He has 36 years of experience in various state government agencies, including the Chief Minister's Department and the Ministry of Social Development and Urbanization. Between 2006 and 2009, he was the Deputy State Secretary of Planning and Development and the Deputy State Secretary of Administration, Security and Corporate Affairs. He has been the Sarawak State Secretary since 2009.

**KEYNOTE 2****Title : Manpower Planning and Green Human Resource****YBHG DATO' SRI ADENAN AB. RAHMAN**
Secretary General of the Ministry of Human Resources

YBhg. Dato' Sri Adenan Ab Rahman is the Secretary General, Ministry of Human Resources and was appointed to the EPF Board as a government representative beginning 1 March 2016. He holds a Bachelor (Hons) (South East Asia Studies) from University of Malaya and a Master of Arts in Defence Studies from The University of Manchester, United Kingdom.

**KEYNOTE 3****Title : Managing Human Resource in an Era of ICT and Change Environment****YBHG DATUK BADLISHAM GHAZALI**
CEO Malaysia Airports Holdings Berhad

Datuk Mohd Badlisham Ghazali was appointed as Managing Director of MAHB on 23 June 2014. He is currently the Chairman of Malaysia Airports (Sepang) Sdn. Bhd. and Malaysia Airports Sdn. Bhd.

**KEYNOTE 4**

Title : Managing Global Issues in HR: New Synthesis in the Public Service

THE HONOURABLE JOCELYNE BOURGON

President of the Canadian Centre for Management Development

The Honourable Jocelyn Bourgon is the founding President of PGI, President Emeritus of the Canada School of Public Service and the Project Leaders of the New Synthesis Initiative. She served as Deputy Minister in several major departments and as Clerk to the Privy Council and Secretary to the Cabinet for Canada. Mrs. Bourgon has vast international experience. She served as President of the UN Committee of Experts in Public Administration, President of the Commonwealth Association for Public Administration & Management (CAPAM), and Ambassador at the OECD.

**KEYNOTE 5**

Title : From Conflict to Harmony HR Practices

PROFESSOR DR AAHAD M. OSMAN-GANI

Dean, IIUM-Business School and IIUM-CRESCENT

Currently, he is the Director of Graduate School of Management, and a Professor of HRD & International Management at the Department of Business Administration, Faculty of Economics & Management Sciences of International Islamic University Malaysia (IIUM).

**KEYNOTE 6**

Title : Transforming Higher Education to Meet Human Capital Needs: UNIMAS Experience

PROF. DATO' DR MOHAMMAD KADIM SUAIDI

Vice Chancellor UNIMAS

Professor Dato' Dr Mohamad Kadim holds a Bachelor of Science (Hons) degree in Applied Physics and Electronics and a Master of Science degree in Microwave Solid State Physics from Portsmouth University, UK. He also holds a Doctor of Philosophy in Optoelectronics from the University of Technology Loughborough, UK. He is a member of the Institute of Electrical and Electronic Engineers of the USA. Prior to his appointment as the sixth Vice Chancellor of UNIMAS, Professor Dato' Dr Mohamad Kadim Suaidi has held leadership positions at Universiti Teknikal Malaysia Melaka (UTeM) as the Deputy Vice Chancellor (Research and Innovation) and the Deputy Vice Chancellor (Academic and International).

Seminar Room-1, CTF 1**Leadership Development in Organisations: How to Develop Great Leaders?**

Leslie Hayward
Vice President, HR Singapore and Oceania
Shell Singapore
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To be a sustainable and competitive company we have "to create our own future through effective leadership and people". We need leaders who can continuously innovate and improve, empower people through effective coaching and delegation, have high resilience and are able to embrace change, and lead, inspire and develop their people. Key success factors in developing our leaders include: 1) make leadership development a strategic focus at every layer of the organization, 2) ensure leadership profile aligns with business strategy, and 3) it takes leaders to make leaders. Shell believes in leadership development at every level by providing a wide range of leadership development programme that caters to the various types of roles in the organisation. It uses "Current Estimated Potential" (CEP) as a tool to identify potential leaders early in their career and provide appropriate development opportunities. The focus is "on the job" leadership development that includes cross-postings by sending talented Malaysian employees abroad, knowledge transfer through the utilization of interim foreign expertise until Malaysians are trained, challenging staff with varied assignments by going beyond their areas of expertise, business alignment through in-role projects and business challenge assignments, accountability beyond country via virtual leadership, and coaching and mentoring for developing others as Shell believes that leaders are personally involved in developing other leaders. As a result, Shell Malaysia has earned a reputation for developing Malaysian talent into great leaders and captains of industry.

Keywords: Leadership development, Shell Malaysia

Managing Talent in the Disruptive Innovation Era

Ratri Wahyuningtyas¹ & Jafar Sembiring²
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Today, the fast-changing external environment has forced businesses to deal with increasingly complex conditions of competition, high uncertainty and difficult to predict situations. Change is something that is sure to happen so the main challenge is how to adapt to change in order to bring progress to the organisation. To respond to these challenges, talented people are to be key assets in creating organisational excellence through continuous innovation. Innovation is the process of creating new ideas and implementing them as a way to seize opportunities. Organisational transformation becomes a solution for companies to survive, deliver something better than competitors and create sustainable business performance on an ongoing basis. For the organisation, it is not enough to have employees who are able to create new ideas but do not know how to implement the idea into effective action. Organisations desperately need employees who have the ability to control, set an example and motivate other employees to keep innovating. Therefore it needs talented employees who are able to translate their creative ideas into the form of products or tangible results for the development of organisation. They will be role models as well as responsible for the guarantee of the continuous innovation process. Another challenge that arises is retaining talented employees. If companies are not able to manage their employees effectively then they will move to other companies that are able to provide better opportunities. The study will show the role of effective talent management in encouraging the sustainability of innovation in organisation.

Keywords: Innovation, Organisation, Talent

Managing Talent: A Perspective and a Case Study

Ariff Mansor
Group Human Resource,
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Competition and demand for highly talented and skilful sales personnel is a major concern to sustain quality business in the banking sector. With robust regulatory requirements by the Central Bank to ensure business sustainability with well-equipped talents, financial institutions have shifted the 'old paradigm' to a new paradigm, which is to develop and retain talents with competitive initiatives instead of pinching talents from other competitors. This case study examined the initiatives done in managing sales talents, particularly those who distributed wealth products (insurance and investment) through banking channel. Forty-one percent of identified talents were being uplifted to performing category, and this contributed significantly to branch sales performance as well as sales personnel. The positive results and findings were used to draft recommendations for other business channels in AmBank to capitalise on best practices of managing talent.

Keywords: Banking, Managing Talent, Sales performance

Employment Opportunities in Skills Training (TVET)

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Malaysia has set itself the target of achieving high-income status by 2020 through sharply accelerating the growth of labour productivity to an average of 3.7% per year between 2016 and 2020 (EPU, 2015). Under the 11th Malaysia Plan, 60% of the 1.5 million jobs created will require TVET skills. More importantly, the 11th Malaysia Plan provides a reform blueprint to boost productivity and foster inclusive growth. The New Economic Policy introduced in 1971 combined growth aspirations with the ultimate objective of creating a fair, just and unified nation. It sought to eradicate poverty regardless of ethnicity and to ensure economic opportunities were available to all Malaysians regardless of background. Societal restructuring centred upon attaining income parity and employment opportunities for all. Job creation has been particularly impressive, averaging around 270,000 jobs per year in the past three decades, with the majority being in the manufacturing and services industries. In 2010, the government's New Economic Model set the objective of the Malaysian economy achieving high-income status by 2020 while ensuring inclusiveness and sustainability (NEAC, 2010). The focus thereby shifted towards equitable economic participation, with more support for the bottom 40% of households according to income (B40). New affirmative action instruments aim to optimise resource allocation and to avoid the economic distortions entailed by some earlier measures.

Keywords: TVET

Seminar Room-2, CTF 1**Why the Need for Transformation of Technical and Vocational Education?**

Lim Ah Juan

Director

Kolej Vokasional Betong

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The transformation of Technical Vocational Education Training (TVET) is an effort to reengineer the current vocational education system to a new vocational system that can contribute to Malaysia's agenda to transform into a high-income country. The new vocational education system is executed by human resource responsive to the variety of Government's initiatives, and collaborates with the industry to innovate teaching and learning to produce skilled workforce and entrepreneurs. The produced skilled workforce and entrepreneurs will be professional, possess requirements and skills certified by industries, be competitive and have strong employability in the job market. Reengineering the vocational education system will be executed according to the strategic action plan within 2011-2020. It is divided into three phases: leaping phase (2011-2013), improvement phase (2014-2016) and empowerment phase (2017-2020). The strategic plan for each phase focuses on the following five objectives: (1) to produce lower secondary school leavers who possess skill certificate certified by the government and the national certified organisation, (2) to produce lower secondary school leavers who are ready to pursue vocational study at a higher level, (3) to produce upper secondary school leavers who possess skill certificate certified by the government and the national certified organisation, (4) to produce upper secondary school leavers who are capable of being competitive entrepreneurs, and (5) to reinforce the Ministry of Education (MOE) delivery system for implementing vocational education transformation.

Keywords: Technical, Transformation, Vocational Education

Yayasan Sarawak Educational Assistance

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The rise of the Sarawak Corridor Renewable Energy (SCORE) has clearly shown the lack of skilled technical professionals to fill positions within the industries being set up. The State Government is aware of this shortage. In order to address this issue, the Sarawak Foundation initiatives are to provide scholarships and loans for students undertaking technical training (certificate level) such as wireman, welding, mechatronic and scaffolding courses in selected technical institutions. The Sarawak Foundation also provides scholarships and education assistance directly to students pursuing studies in courses identified by the state as relevant to the manpower needs in Sarawak. These include various professional fields such as construction and land development, oil & gas petrochemical, environmental management and journalism. All these facilities are to assist students to successfully pursue their professional careers at the technical institutions as part of the government's objective to overcome the skilled labour shortage in the state and the nation.

Keywords: Students sponsorship, Technical training

Training Effectiveness Connection to Self-Efficacy and Training Facilities: Studies at Three Malaysian TVET Training Institutions

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The Malaysian government introduced Technical and Vocational Education (TVET) to assist and improve skills needed by the youth. TVET programmes are aimed to develop youth skill and ability for employment after the completion of their studies or training. The development of TVET programmes among youth is crucial to develop high-skilled future human capital. The growing number of TVET training institutions across the country is seen as a positive indication for future human capital development. Although training is essential and expensive for the institutions, it is vital for the provider to maximise the return on investment by making training more effective. This study observed the relationship between self-efficacy, training facilities and training effectiveness in three Malaysian public training institutions. Structured questionnaires were distributed to 1000 graduates of three different TVET training providers during their convocations. However, only 615 were used for further analysis due to incomplete responses. Hypothesis was tested using SPSS. The findings showed that self-efficacy and training facility has an important influence on training effectiveness among graduates of the three TVET institutions. Thus, the study has contributed to the understanding of self-efficacy, training facilities and training effectiveness among graduates of Malaysian TVET training providers.

Keywords: Self-efficacy, Training effectiveness, Training facilities, Training institution, TVET

The Way Forward for Sarawak Skilled Human Resources

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The skills of our human resources will be one of the main determinants of Sarawak future economic success. Our policy makers and the public at large need to fully grasp this or we may risk our economic well-being. Nothing is more important to our economy than the skills of our people. As more industries established themselves in SCORE areas, the requirements for skilled manpower are increasing. Considering this situation, our State top priority should be to coordinate and support our schools, institutes, training centres and placement of relevant technical training programmes towards a common goal of developing and ensuring continuous supply of skilled, adaptable and employable workforce. Hence, a major challenge is the need to create high-income jobs that will inspire Sarawak skilled human resource to work in the State and participate in realising her vision. The reward of this effort will be a dynamic economy, business profits, higher earnings, lesser public assistance and less poverty leading to the enhancement of our economic well-being.

Keywords: High-income jobs, Human resources, Training programmes

The Transformation and Challenges in Skills Training Towards Industry 4.0

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Industry 4.0 incorporates a wide spectrum of technological advancement across the manufacturing value-chain. Traditional supply chain processes are undergoing a digital transformation with the widespread adoption of real-time interconnectivity, data and information exchange and communication technology. As a result, the boundary between the real and the virtual world is increasingly disappearing, giving birth to what is known as cyber physical systems (CPS). Industry 4.0 technologies are revolutionising industrial set up by leveraging modernisation with digital supply chain network, industrial internet of things, simulation/augmented reality, cloud, cyber security, autonomous robot, horizontal and vertical integration, big data analytics and additive manufacturing. Countries across the world have taken initiatives to be part of this fourth industrial revolution. More technologically developed countries pioneered full-grown national missions focused on Industry 4.0 technologies, such as the Advanced Manufacturing Partnership 2.0 in USA, Revitalization and Robots Strategy in Japan, Industrie du Futur in France and Intelligent Factories Clusters in Italy. Industry 4.0 which started off as Germany's breakthrough is expected to minimise the labour cost advantages of traditional low-cost locations, making it attractive for manufacturers to bring home previously offshored jobs. This will pose a potentially great risk to our industry if we don't keep abreast of Industry 4.0 by incorporating the concept into the local industrialisation's policy and approach. Industry 4.0 has also now become a geo-political focus, garnering attention from various national government bodies. With the increased level of automation, Industry 4.0 will shift the key value chain to adding activities back to the developed economies. This will result in further reduction of jobs in the low cost manufacturing countries. According to the 'Future of Jobs' survey conducted by the World Economic Forum, it is expected that a number of skills not considered significant in today's context will form one-third of the desired core skill sets of most occupations in 2020. With the adoption of automation and real-time data exchange, a number of tasks involving technical skills such as troubleshooting and quality control, and resource management, people and time management skills and others would be eliminated. New skills related to cognitive abilities, system integration skills, and predicting and solving problems skills through complex big data analytics and data modelling are the top three skills expected to be in high demand and continue to remain important. We must agree on the importance of skill development in achieving economic growth in the future and must take aggressive measures to bridge the skill gap. While developing the new syllabus and programme towards bridging the gap from the ideal case of Industry 4.0 new job's scoping, we foresee a number of skill development challenges such as lack of exposure to Industry 4.0 real ecosystem, mismatch between what the industry really wants and what we think we can produce, as well as the lack of funds and resources.

Keywords: Industry 4.0, Skills training

Will Robots Replace Humans? Adapting Skill Workforce to the 4th Industrial Revolution

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The 4th Industrial Revolution is a term introduced by Prof Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, and can be described as a range of new technologies that are fusing the physical, digital and biological worlds, and impacting all disciplines, economies and industries. The resulting shifts and disruptions mean that we live in a time of great promise and great challenges. It will cause widespread disruption not only to business models but also to labour markets over the next five years, with enormous change predicted in the skill sets needed to thrive in the new landscape. Many of the major drivers of transformation currently affecting global industries are expected to have a significant impact on jobs, ranging from significant job creation to job displacement, and from heightened labour productivity to widening skills gaps. In many industries and countries, the most in-demand occupations or specialties did not exist ten or even five years ago, and the pace of change is set to accelerate. It will take a new, more flexible, approach to education and training to meet this demand. The talk will provide a high level introduction to the concept of the 4th Industrial Revolution, the challenges faced by the current workforce, and what can be done to address these challenges.

Keywords: Skilled workforce, 4th Industrial Revolution

Role of Flow within the Job Demand-Resources Model (JD-R) among Hotel Employees

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Job demand-resources model has been used to investigate many work outcomes. However, there is still a considerably limited study focusing on flow as a mediator within job demand-resources model in eastern context as well as the in-role performance work outcome. Thus, the objective of this study is to examine the relationship between flow and in-role performance as well as whether flow mediates the relationship between job demand and job resources. Two hundred and ninety full time hotel employees in Malaysia responded to the self-administered questionnaires that were distributed. Data was analysed with SPSS version 21 using the PROCESS approach. The finding confirmed that flow experience is positively correlated with in-role performance. Flow has a mediating effect between job resources and in-role performance while there is no mediation between job demand and in-role performance. Thus, organisation should do a job redesign to encourage flow experiences that will lead to better in-role performance. In addition, hotel management should provide a supportive working culture as well as autonomy and skill variety to allow the hotel employees to perform better along with experiencing flow.

Keywords: Flow, Hotel, In-role performance, JD-R, Job demands, Job resources

Seminar Room-4, CTF 1

The Role of Psychological Capital on Nursing Performance in the Context of Medical Tourism in Malaysia

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The rising importance of medical tourism to a country's economic growth has necessitated the need for healthcare employees, particularly those from the private sector, to always perform at their personal best. Since nurses represent the largest workforce component in healthcare, their performance represents a salient impact on international patients' perceptions of service quality and satisfaction. Psychological capital has been identified as a contributor to employee job performance. Hence, the purpose of this study is to examine the effects of four psychological capital dimensions (self-efficacy, hope, resilience and optimism) on nurses' job performance (task performance and contextual performance). A statistical analysis using Partial Least Squares (PLS) was conducted on data collected from 639 staff nurses working in private hospitals in Malaysia revealed that all psychological capital dimensions, except for those under the resilience category, have positive effects on the two forms of job performance.

Keywords: Job performance, Medical tourism, Nurses, Private healthcare, Psychological capital, Malaysia

Job Characteristics and Work-life Balance: Experiences of Academic Staff in Malaysian Research Universities

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In a present changing economy environment, managing an individual employee is more difficult than before. Work life imbalance affects both personal and work life. Work life balance has become important and necessary in almost all categories of employees, including those in academic position. This paper explores the effect of job characteristics on work life balance among academic staff from five research universities in Malaysia. A sample of 307 academic staff gathered via simple random sampling was used as the basis for analysis. Data was collected through questionnaire and analysed through SPSS and AMOS. The results of this study showed that job characteristics significantly affect both dimensions of work-life balance (i.e. work-to-family enrichment and work-to-family conflict). More specifically, job characteristics such as job autonomy, task significance, task identity and feedback were positively related to work-to-family enrichment and negatively related to work-to-family conflict. However, skill variety was negatively related to work-to-family enrichment and positively related to work-to-family conflict. The findings of this study provide valuable insight for educators and policy makers who are interested in factors that contribute to work-life balance among academic disciplines at research universities in Malaysia. Limitations, conclusions, and recommendations are also discussed.

Keywords: Academic staff, Job characteristics, Work-Life Balance, Work-to-family Conflict, Work-to-family Enrichment

The Impact of Workload on Job Performance among Doctors in the Public Sector

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This study is focused on exploring the impact of workload on job performance among doctors in a public hospital in Srikel, Sarawak. The study used the qualitative approach by which open-ended questionnaires were used to collect data. Four informants were selected using purposive sampling. Data was analysed using content analysis. The findings showed that the factors which contributed to the workload among doctors were insufficient staffs, the number of patients, inadequate equipment, inappropriate working hours and others. In addition, the study found that the short term impact of workload on doctors' performance could be both positive and negative. However, the long term impact of workload on doctors' performance was more on the negative whereby it can lead to making errors, intention to leave the organisation, mental and physical health problem, decreased family relationships and increased divorce rates. The study also proposes implications and recommendations for further research.

Keywords: Job performance, Long term impact, Short term impact, Workload

Job Stress, Anxiety and Resilience of the Employees that Influenced by the Adaptive Performance in the Transformation Process

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This study assessed the relationship between job stress, anxiety and resilience of the employees that were influenced by the adaptive performance in the transformation process. The respondents were 150 supportive staffs, consisting of both genders from different departments in a government organisation. This research was conducted using a survey questionnaire. Statistical Package for Social Science (SPSS) Version 22 was employed to analyse the data with two types of test which were Pearson Correlation Coefficient and Multiple Regression. The finding shows that there is a relationship between the resilience of the employees that was influenced by the adaptive performance in the transformation process. Therefore, the management should give an emphasis on the aspects of the resilience of the employees and ways to resolve this conflict. Consequently, the organisation can implement several appropriate strategies to curb the problems that may exist, hence, allowing employees to further develop their adaptive performance.

Keywords: Adaptive performance, Anxiety, Job stress, Resilience

Seminar Room-5, CTF 1

The Power of Shared Vision: Bi-directional Knowledge Transfer between Expatriates and Host Country Nationals

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Expatriation leads to many organisational outcomes to a host country, one of which is knowledge transfer. Little is known about the influence of individual and social capital factors on knowledge transfer involving expatriates and host country nationals (HCNs) bi-directionally. Hence, this paper contributes to the line of research that seeks to identify the determinants of knowledge transfer involving the two groups of professionals bi-directionally. Focusing on the individual and social capital factors, we investigated the role played by shared vision in the effects of cultural intelligence and feedback-seeking behaviour on knowledge transfer. This empirical study is supported by three theories, namely the human capital theory, the social capital theory and the anxiety and uncertainty theory. Data were obtained from a sample of 134 expatriate-HCN dyads in organisations in Malaysia. Our findings suggest that shared vision mediated significantly the influence of cultural intelligence and feedback-seeking behaviour on knowledge transfer as perceived by expatriates as well as HCNs. Implications to theory and human resource practice are discussed.

Keywords: Cultural intelligence, Expatriate, Feedback-seeking behaviour, Host country national, Knowledge transfer, Shared vision

Embracing the Fourth Industrial Revolution: Challenges and Readiness among Graduates

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University students are the future leaders; they are the paramount resource that will reshape the higher education landscape and introduces future jobs. With the ever changing technologies, students are currently being challenged with the 4th Industrial Revolution (4IR), a phenomenon that is impacting all domains including higher education. The very purpose of higher education now requires redefinition. The higher education system needs to be redesigned and students' development ought to be shifted to a new and higher level that can further enhance and enrich student's development. The challenges, among all, lie in the level of student's readiness in embracing the 4IR. Will they be optimistic about it? Are they morally and psychologically ready? Will they become industry 4IR material? The Ministry of Higher Education (MoHE) is primed and very clear on the 4IR phenomenon and the challenges that it carries. Thus, MoHE has been implementing synergies of initiatives via approaches such as heutagogy that emphasises self-directed learning, self-created future jobs, harnessing lifelong learning and others. These initiatives will give birth to students that can creatively and innovatively apply soft skills and enhanced competencies enabling them to survive, thrive and adapt in the complex and dynamic world. The sum of students' development is now focused on soft skills redevelopment and empowerment so that when harnessed to its fullest potential, it shall create students with a very promising future. This is in line with the vision of a holistic, entrepreneurial, and balanced graduate as underlined in the Malaysia Education Blueprint (Higher Education) 2015-2025.

Keywords: Higher education, Student development, 4IR

Generation Y Employees and their Perceptions of Work-Life Balance Practices

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The objective of this study is to identify the perceptions of Generation Y employees regarding work-life balance practices. As increasing numbers of Generation Y enter the workforce, questions regarding how they perceive work, family and self-related issues, challenges and coping strategies in balancing personal and professional commitments became issues of interests for employers. This study used interviews to collect data from six informants in Generation Y and the data obtained was analysed using content analysis. The results indicate that Generation Y employees do indeed have issues and challenges with balancing work and family. However, unlike the older generations of employees, Generation Y employees perceive managing work-life balance only through segmentation or separation strategies. This finding indicates the differing strategy to be utilised should an organisation want to attract and retain Generation Y employees.

Keywords: Coping strategies, Gen Y, Issues and challenges, Segmentation, Work-life balance

Transformational Leadership Style, Decision Making Participation and Cognitive Styles: A Dyadic Connection

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The main objectives of this research were to determine the relationship between transformational leadership style and decision making participation, as well as to examine the role of selected cognitive styles as the moderating variable within this relationship. A quantitative methodology utilising a self-report questionnaire was implemented involving 196 teachers from six selected schools in Petaling Perdana, Selangor, Malaysia. Pearson Correlation analysis was employed to measure the relationship between transformational leadership style and decision making participation, while hierarchical regression analysis was utilised to examine the role of analytical and intuitive cognitive styles within this relationship. Findings from the study indicate that there was no significant relationship between transformational leadership style and decision making participation. However, it was inferred that analytical and intuitive cognitive styles did moderate the relationship between transformational leadership style and decision making participation. This paper ends with a discussion on the implications, limitations and recommendations for future research.

Keywords: Cognitive styles, Decision making participation, Transformational leadership style

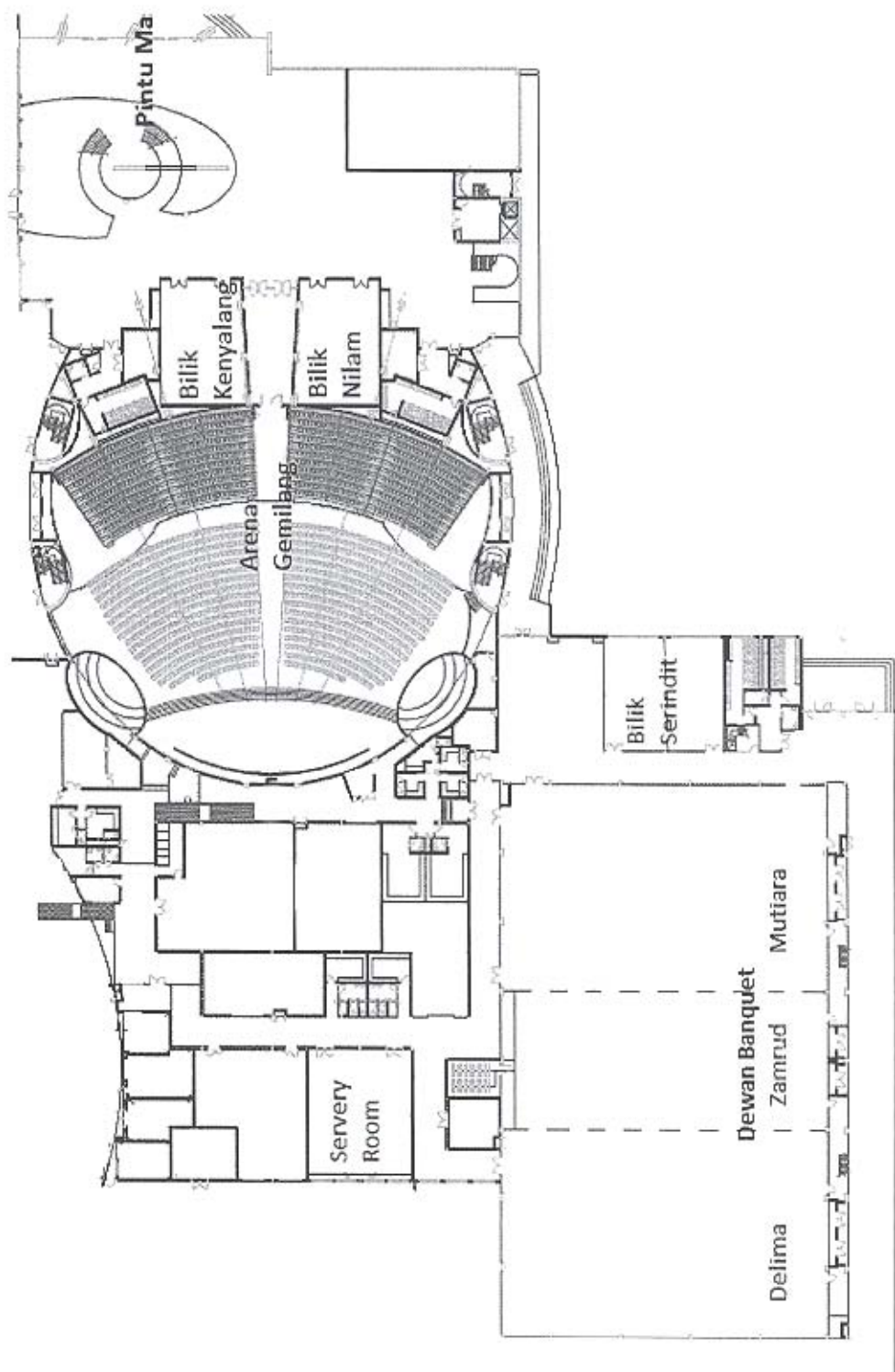
The Public Service Exit Policy Assessment Modules – The Role of Psychological Counselling to Make it a Fair Deal

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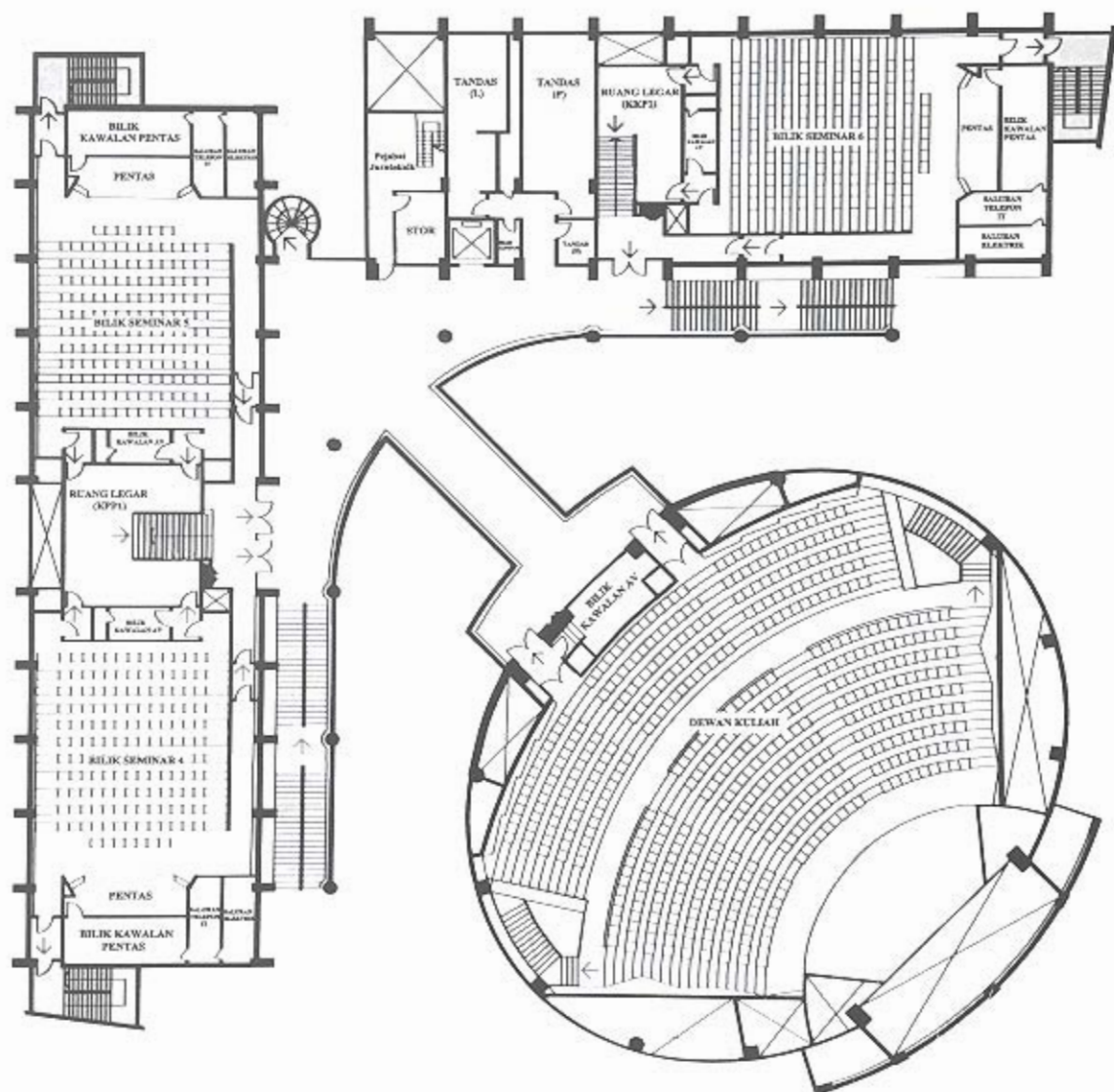
The Public Service is of vital national interest. How well it performs and how efficiently it operates are of critical importance to the lives of every citizen and the well-being of the community as a whole. A high performance Public Service is increasingly recognised as a critical ingredient in international competitiveness, as well as an essential requirement for addressing the complex social needs of modern communities. The introduction of the exit policy for underperforming civil servants to ensure a high performance Public Service is a fair policy that is well supported by a psychological apparatus that respects the right of the employees in question. The Psychological Innovation and Invention of Integrated Behaviour Modification Technique Module or PSYNNOVA offered through a series of counselling platforms, will give the targeted employees room for improvements and a second chance. This is in tandem with respecting individual rights as well as the rights of the organisation. Public policies that place hard results on civil servants could affect the mental health of the employees and eventually the health of the organisation. Therefore, the consideration that government employees could recover from any demotivation with the correct prescription and improve their performance reduces the blame on the public policies. Discussion on the role of counselling in any stage of employment signals that all resources in the public service require maintenance and renewal.

Keywords: Cultural intelligence, Expatriate, Feedback-seeking behaviour, Host country national, Knowledge transfer, Shared vision

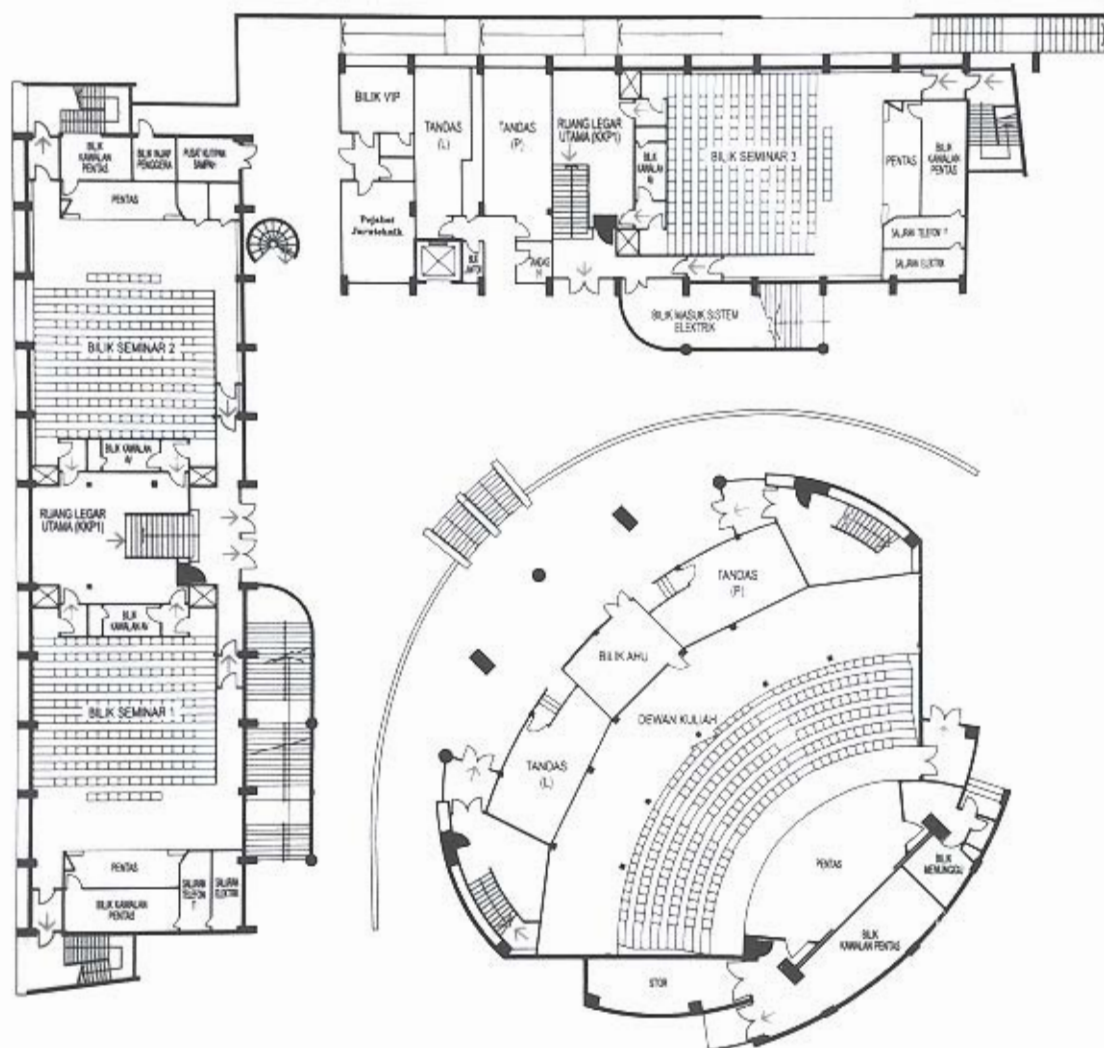
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